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OFFICE OF DEPUTY COMMANDING GENERAL FOR CIVIL WORKS AND
OFFICE OF DEPUTY COMMANDING GENERAL FOR MILITARY PROGRAMS

PROGRAMS MANAGEMENT NEWS

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The Editor

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MILITARY PROGRAMS,

PROGRAMS MANAGEMENT DIVISION WEBSITE

The Editor

The Military Programs, Programs Management Division website has been updated. Please visit the site at the following URL: http://www.hq.usace.army.mil/cemp/M/cemp_m.htm.

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The following categories are included:

INFORMATION: Articles; Briefings; Management Review; Career Development; Directors and Deputies for Programs and Project Management; Professional Development; Professional Societies.

NEWS AND EVENTS: Programs Management Newsletter.

POLICY AND GUIDANCE: Army Regulations (AR); Engineer Regulations (ER); Policy Memorandums; The Project Manager's Guide; Technical Manuals (TM).

PROGRAMS MANAGEMENT ORGANIZATION: Executive Office (CEMP-M); Army/Air Force Branch (CEMP-MA); Defense Agencies/Support for Others Branch (CEMP-MD); Policy/Integration Branch (CEMP-MP).

SUPPORTED PROGRAMS AND SYSTEMS: Programs and Projects Delivery System (PPDS); Programs and Project Management Automated Information System (PM AIS). **S**

UPDATES TO THE DIRECTORS AND DEPUTIES FOR PROGRAMS AND PROJECT MANAGEMENT

The Editor

The webpage at the following URL: http://www.hq.usace.army.mil/cepm/M/Info/m_ddpm.htm has been updated to reflect the following.

Charleston District : Elmer Schwingen, fills the Deputy position as an acting assignment.

Engineering and Support Center, Huntsville: John Baggett, fills the Deputy position as a temporary assignment.

Mobile District: James Hildreth, will retire in July.

Watch for the opportunity for recruitment. Send corrections concerning the listing to the editor: edward.p.racht@usace.army.mil **S**

PITTSBURGH DISTRICT'S G8

Les Dixon, CELRP-PM

In international news, the term G8 refers to the global eight major industrial democracies: United States, France, Britain, Germany, Italy, Canada, Japan, and Russia. The G8 provides an opportunity for leaders to discuss major, complex international issues, and to develop personal relations that help them respond in effective collective fashion to sudden crises or shocks. COL Ridenour, MG Van Winkle, and BG Griffin have approved performance standards for rating the eight senior functional leaders in the Pittsburgh District as a team. This team has been nicknamed Griffin's eight or the G8. The District is in its second year of senior leaders being rated as a team. This note is intended to serve as an interim report.

I recently had an opportunity to discuss the challenges of integrating project management business processes into our respective District functional offices with my peers. A paradox exists. The highest performing functional offices are often the most reluctant to embrace project management business processes. The leaders of these high performance offices have reputations: for excellence, for competence, for being respected and admired by their subordinates and peers, for being courageous, for challenging the status quo, and for independent thinking. These are traits that every leader looks for in valued team members. Yet, we still have difficulty in building senior leader teams. I suspect that our traditional performance standards and performance evaluation system inhibits teamwork. Our performance system promotes and rewards individual achievement. It does NOT promote teamwork.

Eighteen months ago, Pittsburgh District's senior leaders candidly reviewed the challenges of imposing the project management business process in a functionally structured organization. The senior leaders concluded that

the project management business process must start at the top of the organization and unanimously made a proposal to the District Commander and the Division Commander. They proposed to be rated and evaluated as a "TEAM." This simple "one for all and all for one" proposal does not fit easily into our performance system. The proposal was approved, however, and the resultant performance standard is listed below:

"My primary objective is to selflessly support the Pittsburgh District and the following individual Team members:

Donna Goldstrom - Chief of Real Estate
George Craig - Chief Office of Counsel
Dan Hitchings - Chief of Engineering
Les Dixon - Deputy Project Management

John Messina - Chief of Resource Management
Jim Edinger - Chief of Construction/Operations
Jack Goga - Chief of Planning
Major Graham - Deputy District Engineer

My performance evaluation should reflect the success of the Team and the success of the individuals listed above. Exceed: District's performance is green in each respective team member's functional area; Met: District's performance is green in 75% of the team's functional areas of responsibility."

Is Pittsburgh District's G8 initiative working? From where I sit, I give it two thumbs up. Eight senior District leaders have a personal interest in the success of project management initiatives. The collaborative teamwork in the District has risen to a height that I have not previously experienced. However, the ultimate test will be time. The G8 is a project management business process multiplier and I anticipate the Pittsburgh District will continue to work together to achieve the very highest levels of innovation and excellence. **S**

MCA PLANNING AND DESIGN COST ESTIMATES DIFFER WIDELY FROM DISTRICT TO DISTRICT

MaryAnn Delaney, CEMP-MA

Based on district submissions of the FY 00 MCA Planning and Design Management Plans (P&DMPs), MCA design cost estimates differ widely. Here is how each district stacked up:

<u>District</u>	<u>Number of Projects</u>	<u>Total PA (\$M)</u>	<u>Percentage</u>
CENAB	12	76	12.6%
CENAN	5	141	10.0% (Note: Removing the CADET Gym takes NAN to 6.8%)
CENAU	19	180	9.6%
CENAE	1	4	9.5%
CENWO	2	29	9.3%
CESAM	3	37	7.4%
CESWT	7	54	7.0%
CESWF	14	224	6.4%
CESWL	1	18	6.4%
CENAO	4	100	6.2%
CESPL	4	60	6.1%
CENWK	4	104	5.9%
CEPOH	8	279	5.5%
CEPOA	6	98	5.4%
CENWS	6	103	5.3%
CELRL	16	181	4.9%
CESPK	2	9	4.7%
CESAS	28	664	4.6%
CEPOF	12	223	3.9%
Total:	154	2,584	
Average:	8	136	5.98%

Percentages were calculated based on all active projects with design efforts occurring in FY 00. Estimates include actual funding distributed in prior years, district estimates of what is needed this fiscal year and the projection of what is needed in future years to take the projects to 100% design. Lost effort is not factored out. **S**

PROJECT MANAGEMENT PLAN

FOR THE REASSESSMENT OF THE

USACE PROJECT MANAGEMENT BUSINESS PROCESS

William Sorrentino, CENAO-CO

Background: The Corps' Program and Project Management Business Process, as outlined in ER 5-11-1, has now been in place for nearly two years. During that time, the EIG has produced two excellent reports on implementation of the PMBP and on Teamwork throughout USACE, we have had two Project Delivery Team Conferences, and we've seen countless grass-root initiatives from across the Corps focused on using the PMBP to deliver high-quality projects to delighted clients. In order to gauge the effectiveness of the regulation, a reassessment of where we are and what we have accomplished has been requested, on behalf of LTG Ballard (CECG), by Mr. Steve Browning (CEMP-M) and Mr. Fred Caver (CECW-B).

Purpose: The purpose of the reassessment is to harvest those cultural norms, processes, best business practices and structures which have worked well and also those which have not worked well. The purpose is not to evaluate, grade or otherwise critique the USACE Commands.

Team Membership: The project manager for this effort is Bill Sorrentino. Included on his team are: Jim Thomasson, Ed Theriot, Brad Price, Larry Becker, David Lee, John Saia, and Craig Jones. In addition, each USACE Command interviewed will appoint a member to the team. These members will not travel but will be included in team discussions, the review of team products, and approval of final team products.

Method: The team will compile subject material from three sources. Existing material such as EIG reports and Command Staff Inspection reports will be reviewed. An e-mail questionnaire will be sent to all USACE Commands asking for input to specific questions. Finally, seven districts, one center, and two divisions will be interviewed. The interview team will be comprised of four members (three field, and one headquarters). Due to other constraints, participants on the interview team will rotate. The interview team will visit each district/center and conduct separate interviews with the executive members of the corporate team, the middle management members of the corporate team and one project delivery team. For this reassessment, division/district/center executive members are defined as directorate/division/office chiefs, commanders and deputy commanders. Middle management members are defined as branch and section chiefs at the districts/center. For division (MSC) visits, interviews will be conducted in a single session with all participants together. The USACE Commands to be interviewed will be selected based on their program size, program composition, organizational structure and geography. The interviews will take approximately two days at each location.

Products: Based on the literature reviews, questionnaire results and interviews, a report will be prepared to document the overall effectiveness of the PMBP and best practices. The findings will include:

recommended changes to program and project management business process policies, guidance, and best management practices

role of Middle Management in the PMBP.

This report will then be briefed to senior HQUSACE staff and the Chief of Engineers. At the direction of the Chief of Engineers the team will draft changes to ER 5-1-11. The time and cost estimates do not include the actual rewrite of ER-5-1-11.

Schedule: The project schedule follows:

Action	Start	Finish
E-mail from Caver/Browning introducing the Team	28 JAN 00	28 JAN 00
Team Meets to Finalize Questionnaire	31 JAN 00	01 FEB 00

Email USACE Commands Questionnaire	02 FEB 00	28 FEB 00
Interviews Selected Offices	07 FEB 00	30 MAR 00
IPR with Browning and Caver	06 MAR 00	06 MAR 00
Finalize Report	10 APR 00	21 MAY 00
Team Meeting to Prepare Brief	24 APR 00	25 APR 00
Brief USACE Senior Staff	26 APR 00	26 APR 00
Command Briefing	28 APR 00	28 APR 00

Costs: Estimated travel, per diem, and labor costs are \$123,814.

<u>Cost Breakdown:</u>	<u>HQ Team Members</u>	<u>District Team Members</u>
Per Diem:	\$ 4,072	\$ 12,216
Labor:		\$ 80,744
Travel:	\$ 7,140	\$ 19,642

PMP Approval Date: 2/1/00

Signatures:

<u>/SIGNED/</u>	<u>/SIGNED/</u>	<u>/SIGNED/</u>
Bill Sorrentino	Jim Thomasson	Ed Theriot
<u>/SIGNED/</u>	<u>/SIGNED/</u>	<u>/SIGNED/</u>
Brad Price	Larry Becker	David Lee
<u>/SIGNED/</u>	<u>/SIGNED/</u>	
John Saia	Craig Jones	
<u>/SIGNED/</u>	<u>/SIGNED/</u>	
Stephen Browning	Fred Caver	
<u>/SIGNED/</u>		
MG Russell Fuhrman	\$	

WANTED - AUTOMATED PROJECT MANAGEMENT PLAN (PMP)

Mr. Robert Perrine, CEMP-MP

The Engineer Inspector General performed an inspection (*Programs and Project Management*, February 1999) with a finding that the Project Management Plan (PMP) process is broken. Functional organizations are continuing to use information and documents that should be part of the PMP but instead stay within the functional office, i.e., quality assurance documents, operating procedures, schedules, cost estimates, etc. A major stumbling block is the fact that the PMP is not electronic. In the current world of computers, a PMP that is not electronic cannot be a useful product. Project Delivery Team (PDT) members need to have electronic access and be able to make entries into the PMP. Further, if the essential PMP components (cost estimate and schedule) are not parts of a district automated information system (AIS), there can be no interaction with other projects. The continuous changes in

project cost and schedule cannot be digested and balanced against the other changing needs of projects and resources within the district or the Region Business Center (district to district). Entry of a project and organizational resources into the Program and Project Management Information System (PROMIS) have met with several hurdles such as lack of access by all PDT members; lack of simplicity; lack of system uniformity across the military, environmental and civil works spectrum; and difficulties in using a change register to re-balance the organizational and project-to-project workload. Divisions such as South Pacific have recognized this and are actively engaged in a "Regional Project Management Business Process." A simple district system requires entry of (1) staff schedules and (2) project schedules. For example, John Doe in Engineering Division has blocked his schedule to review a project design and other commitments. Likewise, a project is blocked for all project activities to include a time for review of the design by John. With basic information of this nature, required readjustment of the project schedule can facilitate realignment of John's work or other remedies. **S**

THE SMALL PROJECTS TEAM INITIATIVE (SPTI)

CAPT Glen Reed, CENWS-PM-PL

Introduction

One of the concerns of construction projects has been the cost associated with design. Ordinarily, there are minimum design costs for all construction projects regardless of their size, complexity, or simplicity. Consequently, the design costs are a higher percentage of the overall costs for less costly projects.

In situations where the design is simple, repetitive, or involves renovation of an existing structure, it would be economical to minimize the design costs. There are several programs being used by various organizations in an attempt to streamline construction processes and reduce costs for small projects. The majority of methods utilized can be grouped into four main categories: 1) paperwork reduction, 2) teamwork or reorganization, 3) simplified design, and 4) innovative procurement strategies.

SPTI Mechanics

Due to the numerous renovation and maintenance type construction projects managed by the U.S. Army Corps of Engineers (USACE), minimizing the design costs has been a goal for many years. Many USACE organizations have employed various methods to reduce design expense. The Seattle District, in particular, has developed and implemented the Small Projects Team Initiative (SPTI), a method aimed at reducing the negative cost and time impacts of design on smaller construction projects.

What makes the SPTI unique to the other methods is that it combines all four categories of the basic streamlining methods into one formal process. It reduces paperwork by applying only absolutely critical specifications and contracting documents. It reorganizes various disciplines into an integrated team focusing their efforts on selected projects. It provides a close working relationship between the owner, project manager, and contractor (basically using the partnering concept on every job). It expressly uses simplified design techniques to obtain adequate bids from contractors. It almost exclusively uses innovative procurement techniques. It consists of a formal, yet flexible step-by-step process. The following sections describe characteristics of potential projects for SPTI, the Project Management Plan (PMP), the steps involved in project development, and the team composition and responsibilities.

Potential Project Candidates

There are no hard and fast rules in determining which project should be accomplished with the SPTI. However, there are some criteria that indicate which projects can be most economically delivered through the process. The most important criteria is that there is potential for savings on design costs. Projects that have the following characteristics should be considered for the SPTI:

- Repetitive/routine work
- Simple/uncomplicated construction process
- Renovations/remodelings/upgrades
- Detail of design sufficient with simplified design measures
- Total project costs less than \$1 million (\leq \$500,000 preferred)
- Maintenance projects

Project Management Plan (PMP)

The PMP is a written two to four-page document that outlines the project process. It is as complete as the known information allows. The PMP is mandatory for every USACE project but fits the SPTI exceptionally well because it supplies vital information that may not be found elsewhere in a streamlined process. It provides the customer and USACE team a means to visualize the project in terms of schedule, costs, and concept. It provides a key opportunity for the customer to give feedback on how well the project manager understands the customer's intent and desires. The PMP addresses the following issues:

- Project scope
- Points of contact (POCs) for the customer
- Customer expectations (as perceived by USACE)
- Procurement method
- Scoping strategy
- Small project team assignments
- Preliminary budget
- Schedule (rough timeline)
- Special considerations

SPTI Project Development - Steps

The SPTI process consists of nine steps for developing a small project. These steps are illustrated in Figure 1 and explained below.

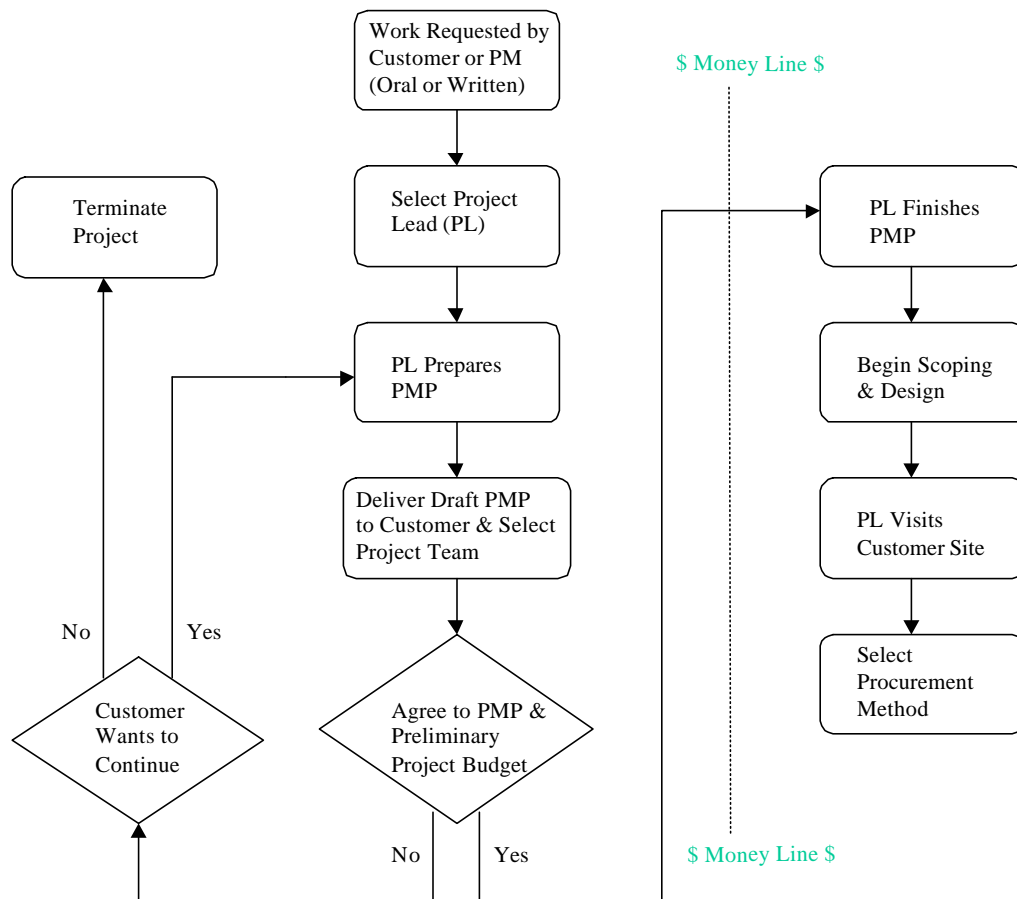


FIGURE 1

SPTI Process Steps

- STEP 1 – Request work – A verbal or written request by the customer or Program/Project Manager.
- STEP 2 – Select Project Lead (PL) – The PL performs the duties of a project engineer or project manager. This person will be the driving force for the project, integrating all facets.

- STEP 3 – Prepare project management plan (PMP) – The PL prepares the PMP.
- STEP 4 – Deliver the draft PMP to customer & proposed project team – Distributing the PMP is a draft offer by the Corps to accomplish a project. The customer is able to assess whether or not their expectations for the project are understood and what the potential costs will be. The PMP at this point is an excellent communication tool that facilitates open feedback from both sides. Getting the PMP to the proposed team also sets other actions in motion to prepare for the potential job.
- STEP 5 – Agree to preliminary project budget – If the customer does not agree to the process and the budget outlined in the PMP, the PL evaluates the concerns to determine if there is a suitable solution. At this point, the scope of the project could change or be canceled altogether. If the customer does agree to the process outlined on the PMP, such approval is basically an authorization by the customer to proceed with the project. This does not imply the total project is approved but simply allows the PL to proceed with the scoping and contracting process. From this point, the customer will incur charges for time spent working on the project, but still has the ability to provide input into the project's development and contracting process.
- STEP 6 – Finish PMP – The PL incorporates any comments by the customer and the proposed project team into the PMP.
- STEP 7 – Begin scoping and design – The PL will choose and execute the design method, whether it be photos, sketches, or other means. A written narrative (statement of work (SOW)) on the scope of the work required will also be composed at this time.
- STEP 8 – PL visits customer site – Although this step has most likely occurred prior to this point, it is important that it happens at this time. This step basically marks the point of no return before the actual construction of the project. It provides an opportunity to ensure all parties are "on the same sheet of music".
- STEP 9 – Select procurement method – Based upon the requirements and known quantities of the project, the PL can select the most effective procurement method.

SPTI Team

The workforce of the SPTI is a team of representatives from functions within USACE such as Contracting, Construction, Engineering, and Project Management. This team produces specifications for a construction project with simplified design and/or performance specifications, and utilizes innovative contracting arrangements. The Small Projects Team for the Seattle District of USACE has the following members:

- Small Projects Advocate Manager – This is the person overall responsible for the processes, staffing, and administration of all projects accomplished with SPTI.
- Program Manager – This is the Corps' local representative who handles a specific customer's needs consistently. This person operates on either a regional basis or a customer base concept. This is the person the customer office will be most familiar with and who functions essentially as a customer of SPTI.
- Project Lead (PL) - This is the person responsible for integrating all facets of the project. This is the government's representative to ensure the project specifications are adequate and that can help alleviate any discrepancies, either in design or the construction process.
- Program Analyst – This individual is responsible for the financing arrangements for the project. This person initiates labor and project funding accounts based upon the PMP.
- Contracting Specialist – This person assembles, advertises, and awards the contracts.
- Government Estimator – This person prepares the government fair cost estimate.
- Construction Representative/Quality Assurance Personnel – This individual monitors all phases on the construction process. This person will be the on-site representative to assist in answering questions and concerns the contractor or owner may have about the project. This person will also ensure the project is constructed to specified standards. This includes verifying test results for materials and ensuring proper construction techniques and procedures are used.

Effectiveness Results

In order to capture the benefits of SPTI, an analysis was done comparing the results of 146 completed Pre-SPTI and 77 SPTI jobs. Factors that were analyzed included project costs, design cost (percentage of the total cost), project duration increase (schedule growth), construction placement rate, and change order rate (COR). Additionally, a questionnaire was developed and sent out to six contractors and eight customers who have actually had experience with the SPTI.

The following measures indicate the effectiveness of the SPTI program discovered by the study.

- Design costs are lower for SPTI projects at a savings of \$1,685 per \$100,000 of project costs.
- Schedule growth is less for SPTI projects when considering the median impact on all jobs.
- Change order costs are lower for SPTI projects at an apparent median savings of \$2,864 per \$100,000 of projects costs.
- A sensitivity analysis revealed no impact on the comparison when the smallest (under \$3,000) and the largest (over \$500,000) projects were excluded.
- Renovation projects appear to reap the greatest benefit while new construction projects are experiencing high change order rates, but interestingly without more schedule growth.
- The majority opinion of contractors and customers is that they are very satisfied with the program, citing improved efficiency, rapport, and flexibility.

Summary

The USACE Seattle Districts Small Projects Team Initiative was developed for the purpose of streamlining the process of project delivery for small projects, preferably those costing no more than \$500,000. The SPTI team consists of representatives from contracting, Construction, Engineering, and Project Management and the process makes use of all four popular methods for streamlining the construction process: paperwork reduction, teamwork and reorganization, simplified design, and innovative procurement. The SPTI process consists of a nine-step program, which has proven extremely effective in reducing administrative costs and project durations, while increasing rapport and flexibility. **S**

A NEW PARTNERSHIP FOR THE CORPS:

THE NATIONAL FISH AND WILDLIFE FOUNDATION

Case Study #4: The Iroquois Gas Pipeline Settlement

Fourth in a Series

By Cheree Peterson, National Fish and Wildlife Foundation, email: peterson@nfwf.org

One of the more unique abilities of the National Fish and Wildlife Foundation is to hold and distribute fines paid by groups who violate the Clean Water Act. While the Foundation will not participate in litigation, the Department of Justice (DOJ) has named Foundation to receive some fine payments for the purpose of awarding grants for restoration projects in affected areas. In at least one instance, the Iroquois Gas Pipeline Settlement, the Corps served as a partner in distributing these funds.

In 1991, the Iroquois Pipeline Operating Company constructed a pipeline to supply gas from gas fields in western Canada to three million homes in New York, Connecticut, Massachusetts, Rhode Island, New Hampshire, and New Jersey. The pipeline runs down the eastern part of New York, across western Connecticut and under the Long Island Sound, and terminates at Commack on Long Island.

In an effort to maximize economic returns, the 375-mile pipeline was completed in only ten months, at the rate of over one mile a day. Upon completion, the Iroquois Pipeline Operating Company faced charges of shoddy construction, safety violations, and Clean Water Act violations. According to James Woods, from the U.S. Attorney's Office, "Over the length of the pipeline, almost every stream and wetlands crossing was improperly constructed, causing short or long term effects to each of those streams and wetlands."

In May 1996, the Pipeline Company pled guilty to damaging scores of wetland areas in New York and Connecticut. The company agreed to pay fines totaling \$22 million and signed a Consent Decree, which named the Foundation as the trustee of \$2.25 million of the fine. While Supplemental Environmental Projects are sometimes used in settling environmental law suits, this settlement was unique because this arrangement allowed the money to be returned to the damaged areas, and tripled the number of wetlands restored, enhanced, or protected because the funds will be matched through a competitive grants program.

The decree directed the Foundation to work with the U.S. Fish and Wildlife Service (FWS) and the Corps to use the \$2.25 million for the creation, restoration, enhancement, and acquisition of wetlands and adjoining uplands in the vicinity of the Iroquois Pipeline right-of-way. Without this agreement, the fine would have been deposited in the U.S. Treasury, providing no compensation for damaged wetlands. According to Ellen Simon of the Corps, "due to the extensive damage caused to many of the rivers, streams, and wetlands it is appropriate that part of the fines paid by the Iroquois Company have been directed to restoration and creation of wetlands."

In early July 1996, the Foundation met with the FWS, the Corps, and DOJ and created a steering committee to review proposals. In addition to helping select projects, DOJ, the Corps, and FWS also agreed to provide legal assistance, ensure permitting requirements were handled properly and expeditiously, and assist in monitoring restoration activities. The Foundation agreed to serve as the program coordinator, invest and manage the funds, pay the bills, and work with the individual projects. The committee agreed that the money would be distributed using the challenge grant guidelines established by the Foundation, and gave priority to grants for wetland restoration, enhancement, and acquisition projects that have perpetual benefits for wildlife.

Overall, the committee awarded 31 grants to protect or improve approximately 40,000 acres and leveraged the initial \$2.25 million to more than \$7 million for on-the-ground conservation. Eight grants for restoration and acquisition were awarded to Connecticut. New York's 23 grants included 21 restoration/acquisition projects, and two education programs. The grants ranged in size from a \$6,000 (\$3,000 Iroquois fine monies/\$3,000 private challenge) water quality improvement project awarded to the town of Berne, New York, to a \$1.5 million (\$350,000 Iroquois fine monies/\$1.2 million private challenge) wetlands restoration in the St. Lawrence Valley. Woods explained that, "when all the work is done, the restoration and protection will far outstrip the acreage that was originally altered by the pipeline." These projects will be completed in summer 2000. **§**

ARTICLES OF INTEREST

Other article(s) that may be of interest to you:

1. From the magazine, Civil Engineering for April 2000.
 - a. "Designing Better Managers", by Steve Haransky
2. From the magazine, PM Network for April 2000.
 - a. "Productivity", by Fred Erman.
 - b. "What Makes a Good Project Manager?", by Deborah Bigelow.
 - c. "Is Your PMO Respected?", by Neal Whitten.
 - d. "A Fast Schedule is Mere Simplicity!", by Charles Howe.
 - e. "Project Office: Does One Size Fit All?", by Paul Dinsmore.
 - f. "Project Leadership Means Role Playing", by Greg Hutchins.
 - g. "What's in a Project Plan?", by Paula Martin and karen Tate.
 - h. "Five Ways to Reduce Resistance to Schedule Management", by Terence Plaza.
 - i. "Don's Just Show Me Your Work Plan, Tell Me Your Story!", by Doug Teany.
 - j. "Work Breakdown Structure Practice Standard project - WBS vs. Activities", Cindy Berg.
 - k. "Reporting Upon Stratford", by Michael Hatfield.
3. From the magazine, PM Network for May 2000.
 - a. "Evaluate Project Managers' Processes, Not Results", by Fred Erman.
 - b. "Learning How to Learn", by John Sullivan.
 - c. "Project Tracking Meetings: Frequently Asked Questions", by Neal Whitten.
 - d. "A Successful partnership: AProject Implementation Case Study", by Joan Knutson.
 - e. "Web-based Project Management Systems for Everyman", by Chris Vandersluis.
 - f. "Six Steps To Project Recovery:", by Richard Bailey.
 - g. "Disasters Happen...Be prepared!", by Pat Hinds.
 - h. "Relating Risks", by John Schuyler.
 - i. "PMBOK and Critical Chain", by Shlomo Globerson.
 - j. "A Balance Sheet for Projects: A Guide to Risk-Based Value - Part 1.", by John Goodpasture.
 - k. "Incontrovertible Rules of Project Management", by Michael Hatfield.

§

This publication is located at the following
URLs:

[HTTP://WWW.USACE.ARMY.MIL/INET/FUNCTIONS/CW/CECWB/NEWS](http://www.usace.army.mil/inet/functions/cw/cecwb/news) or

[HTTP://WWW.HQ.USACE.ARMY.MIL/CEMP/M/NWLTR/M_NWLTR.HTM](http://www.hq.usace.army.mil/CEMP/M/NWLTR/M_NWLTR.HTM)

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